



Vedere Consulting Proposal for Services

Client Organization: Library of Virginia

Type of Project: Peer Coaching Workshop Follow Up and Skills Support

Coach/Consultants: Ellen "Plum" Cluverius, PCC, Ann V. Deaton, Ph.D., PCC

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Background Information

The Library of Virginia wishes to create peer coaching programs in local library systems that will enable library staffs to build their leadership capacity and increase their competence as librarians by developing coaching skills that can be used to support and grow staff, peers, and other library systems. Our goal as consultants is to meet that need by designing a coaching skills training follow up program that:

- Is flexible enough to be used in library systems all over Virginia
- Is considerate of librarians' time constraints concerning time away from their duties
- Provides opportunities to practice and build on the coaching skills learned in the foundational coaching skills workshop
- Provides opportunities to learn by being coached as well as practicing coaching
- Offers a structure to receive feedback about coaching skills
- Helps participants recognize when coaching is appropriate and when it is not

Our experience has shown that peer coaching programs enhance leader effectiveness and build problem solving skills. This is true whether the peer coaches use their coaching skills in formal extended peer coaching relationships or informally as the opportunity arises (for example, coaching in the moment when an employee brings a problem to her boss to resolve). Informal coaching programs are easier to initiate and maintain than formal peer coaching programs and often provide the same or greater benefit. Extended formal coaching requires mutual commitment from both coach and client, and can be a powerful development tool over time. Its disadvantages are that fewer clients are served and the need for ongoing maintenance (someone has to take responsibility for assigning coaching pairs and handling issues if there isn't a good fit). Formal peer coaching programs, because they attract fewer participants, work best on a rolling enrollment basis with clients applying for coaching and being matched with a coach as the need arises. Many organizations choose to start with informal peer coaching programs because they build the same coaching skills, have potential to impact more participants, and don't require ongoing maintenance once the participants have developed coaching skills and have learned to recognize the opportunities for coaching that exist within the scope of their current jobs.

We believe client organizations are in the best position to decide if a formal or informal peer coaching program best fits their needs. The coach training program we have designed will accommodate either choice. In addition, this proposal may be modified after discussions with the client library system and the Library of Virginia.

Proposed Program

Our approach to developing coaching skills for library leadership and staff contains the following components:

- A half day follow up workshop 6 weeks – 2 months (probably November) after the initial coaching skills workshop. This workshop will provide additional skill practice and feedback, and address the issues that have arisen as trained peer coaches have begun to coach on the job.
- Coaching trios meeting at least twice to practice coaching skills between the initial workshop and the follow up session
- Two audio (conference call) coaching sessions facilitated by one of the consultants for each trio. Audio coaching sessions will provide opportunities for coaching practice with expert feedback. Each trio would meet with one of the two consultants in the first round, then meet with the other consultant in the second round.
 - The first audio sessions would be held 3-4 months (January) after the coaching skills workshop
 - The second audio sessions would be held 5-6 months (March) after the coaching skills workshop
- Recommended reading assignments to reinforce self awareness and other coaching skills
- A feedback tool for coaches to assess their skills

Follow Up Schedule (6 hours training/participant)

Follow Up Workshop (Total of 3.5 hours training/participant)

9:30 to 10:00 a.m. coffee and goodies

10:00 a.m. to noon training

Noon to 1:00 box lunch

1:00 to 2:30 p.m. training

Audio Sessions (Total of 2.5 hours additional training per participant.)

Coaches would provide 1.25 hour time blocks in the designated month so that each coaching trio would choose the time that worked for them.

Coach/Consultants Agree to:

- Meet with representatives of the Library of Virginia and the Fairfax County Library to clarify goals and expectations
- Design and facilitate the follow up workshop
- Answer participant questions by e-mail or phone between sessions

- Arrange conference calling resource for audio sessions
- Provide feedback to the coaching trios in the two audio conference sessions
- Keep organizational and personal information confidential as requested
- Pay own travel expenses

Client Agrees to:

- Provide facilities and equipment for the follow up workshop
- Provide copies of handouts and other materials used in the follow up training session
- Coordinate communication to participants
- Pay Vedere Consulting for services rendered

Materials:

- Copies of handouts (originals supplied)